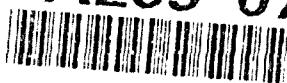


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**THE PROFESSIONAL ARMY ETHIC:  
THOMPSON'S STANDARD  
FROM PRIVATE TO GENERAL**

BY

**LIEUTENANT COLONEL DANIEL G. MONGEON**  
United States Army

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Integrity, Loyalty, and Selfless Service) of the Army ethic. The intent is to foster a better understanding of the decisions involving tough ethical choices facing young soldiers and generals alike. While there is no "cookbook" solution to ethical dilemmas, there are professional values that can help guide soldiers to do the right thing. Thompson's vignettes are thought provoking and are reflective of an often complex, ambiguous environment in which Army professionals must operate.

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THE PROFESSIONAL ARMY ETHIC:  
THOMPSON'S STANDARD FROM PRIVATE TO GENERAL

AN INDIVIDUAL STUDY PROJECT

by

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From his earliest days in the Army to his last days on active duty as a four-star general, Richard H. Thompson was guided by an unwavering ethical framework. This deep rooted set of values, overpowering sense of duty, and unbending devotion to do the right thing regardless of the consequences was the central theme of his forty-two distinguished years of service. The purpose of this paper is to examine Thompson's career in light of the professional Army ethic. Specifically, how a staunch ethical framework was consistently applied, regardless of the ambiguities in many of the situations that confronted him. This paper presents a series of vignettes that articulate and illustrate the four elements (Duty, Integrity, Loyalty, and Selfless Service) of the Army ethic. These vignettes are taken from General Thompson's Senior Officer Oral History (draft transcript). The intent is to foster a better understanding of the decisions involving tough ethical choices facing young soldiers and generals alike. While there is no "cookbook" solution to ethical dilemmas, there are professional values that can help guide soldiers to do the right thing. Thompson's vignettes are thought provoking and are reflective of an often complex, ambiguous environment in which Army professionals must operate.

## INTRODUCTION

The soldier's heart, the soldier's spirit,  
the soldier's soul are everything. Unless  
the soldier's soul sustains him, he cannot be  
relied on and will fail himself and his  
country in the end.

General George C. Marshall

From his earliest days in the Army to his last days on active duty as a four-star general, Richard H. Thompson was guided by an unwavering ethical framework. This deep rooted set of values, overpowering sense of duty, and unbending devotion to do the right thing regardless of the consequences was the central theme of his forty-two distinguished years of service. His career travelled many different roads, and he encountered many ethical dilemmas. But his steadfast focus on the preeminence of ethical behavior always seemed to carry the day.

The purpose of this paper is to examine Thompson's career in light of the professional Army ethic. Specifically, how a staunch ethical framework was consistently applied, regardless of the ambiguities in many of the situations that confronted him. Thompson the general doggedly applied the same standards that had guided his actions as a young soldier. Interestingly enough, Army doctrine as developed in various Department of the Army Field Manuals (FM) such as FM 100-1: The Army, FM 22-103: Leadership and Command at Senior Levels, and FM 22-100: Military Leadership, implies that as rank and responsibility increase, a certain amount of flexibility and

situational judgement are required. However, for Thompson there were no ambiguities or dilemmas that fell outside the bounds of his basic ethical framework. Thompson's standard for professional behavior is probably best reflected in the following extract from the United States Military Academy Cadet Prayer: "to choose the harder right instead of the easier wrong and never be content with the half truth when the whole can be won."

The primary source document for this paper is General Thompson's Senior Officer Oral History (draft transcript). In addition, my personal observations and comments, based on my years of experience with General Thompson, have been woven into the text.

General Thompson can be characterized as a tough, highly intelligent, duty bound officer who blended the professional Army ethic into a uniquely personal leadership style and philosophy. This philosophy and mental toughness provided him the staying power needed to weather the frequent storms of the turbulent decades following World War II. His was a self-made career, well versed in the rigors of the school of hard knocks. It might have been a quirk of fate that he achieved the pinnacle of his profession as the first-ever four-star general in the Quartermaster corps and as the commanding general of the United States Army Materiel Command. It certainly was not a series of picture-perfect assignments that account for his unprecedented success. Regardless of why and how Thompson achieved such great success, there is no question that his ethical excellence and

consistency in making value decisions were the hallmarks of his career. Superiors, peers, and subordinates alike always knew where Thompson stood in terms of the Army's professional ethic.

## BACKGROUND

Truly, General Thompson's career was anything but typical. He served in the New York State Militia, the Army Reserve, and the active Army. General Thompson did not graduate from West Point. He neither received a Reserve Officers Training Corps (ROTC) nor an Officer Candidate School (OCS) commission. Rather, he received a direct reserve commission through a post World War II program for specially qualified veterans attending college.

He wore the brass of four different branches. As a young soldier, he wore Artillery brass. As an officer, he wore the brass of the Adjutant General, the Infantry, and the Quartermaster Corps.

While his career spanned three wars -- World War II, Korea, and Vietnam -- he was not a highly decorated warrior. Despite aggressively volunteering for duty and eventually serving in all three wars -- he was never tactically involved.

His undergraduate and graduate degrees were obtained through night school. He never attended an officer basic course. He attended two officer advance courses -- Infantry and Quartermaster -- but never attended another principal Army school. However, he did attend the United States Air Force Air Command and Staff College, the Armed Forces Staff College, and



the National War College.

General Thompson commanded as a lieutenant, captain, lieutenant colonel, colonel, brigadier general, major general, and general; but only his battalion command was in a division or corps. He was consistently promoted early, but lacked an inside track of support from his branch or a special mentor.

General Thompson was and remains today stubbornly independent, yet fiercely loyal to the Army. He succeeded on the strength of his intellect and the overpowering force of his convictions. He was always eager to learn, always looking for a challenge, and always willing to take on the "big" jobs.

General Thompson had a penchant for detail and was a devoted student of the concept, "work smarter, not harder." He was never flamboyant in his support or praise of subordinates, peers, or superiors; but he was very loyal up and down the chain of command. General Thompson demanded excellence, always set high standards for himself and his subordinates, and was firm but fair. Many subordinates received a strong dose of character-building under his theory that "the hotter the fire, the stronger the steel."

The inscription beneath General Robert E. Lee's bust in the hall of fame of great Americans at New York University captures the essence of this great logistician's career. "Duty is the sublimest word in our language. Do your duty in all things. You cannot do more. You should never wish to do less." Thompson always wished to do more, never did less!

## THE PROFESSIONAL ARMY ETHIC

Besides his relentless drive to do his best, what distinguished General Thompson was an unwavering adherence to the professional Army ethic. Each of the elements of that ethic deserve articulation and illustration in his career: Duty, Integrity, Loyalty, and Selfless Service. These elements provided Thompson a rock-solid base for making moral decisions about right and wrong. From private to general, he faced decisions involving tough ethical choices head-on, never deviating or hesitating. The Army ethic, according to FM 100-1, "....sets standards by which we and those we serve will judge our character and our performance." In Thompson, the Army found outstanding performance that was guided by impeccable character.

### *DUTY*

In official publications, duty is variously defined. "Duty is doing what needs to be done at the right time despite difficulty or danger; it is obedience and disciplined performance," according to FM 100-1. "A duty is a legal or moral obligation to do what should be done without being told to do it. Duty means accomplishing all assigned tasks to the fullest of your ability," according to FM 22-100.

Three incidents from General Thompson's oral history provide examples of his sense of duty and the strength of his

convictions. The first took place when he was a young soldier. The second occurred during his first assignment as an officer and the third took place when he was a general officer.

The year was 1946: Nineteen year-old Sergeant Thompson was on a routine night patrol in ravaged, postwar Germany. Though an artilleryman, most of his unit's time was spent performing police duties commonly associated with an occupation force. His ten man patrol was told to check out the situation at a nearby farm where some soldiers from an adjacent French Colonial unit had allegedly killed a German farmer and possibly his entire family. Sergeant Thompson's patrol went to investigate. As they approached the farm, the patrol received fire. As Sergeant Thompson started forward, some of the old timers in the patrol yelled, "What in the hell are you doing? We are not going to get killed over something like this. Are you crazy?" Sergeant Thompson continued forward, joined only by one young private. They carefully made their way into the farm and found four French Colonials, who had, in fact, killed the farmer. In the barn, hung by a meat hook in his throat, the farmer was a grisly sight. The French soldiers had also raped and killed the farmer's wife and two daughters. Sergeant Thompson took immediate action by confronting the French soldiers and escorting them back to their unit. A full report was made of the incident. Thompson was called as a key witness for the prosecution in their court martial.

In the oral history, General Thompson stated, " I'll never

forget that night, the lights on in the farm house, the shots being fired, and turning around and finding myself by myself!" Sergeant Thompson went forward because it was the right thing to do. He knew the danger -- shots had been fired -- but also knew it was his mission and moral obligation to investigate what had happened at the farm. He could have agreed with the old timers and taken less decisive action, but duty means accomplishing assigned tasks to the fullest of one's ability regardless of the danger. This basic ethic of duty first was and has remained General Thompson's standard of performance.

In 1950 General Thompson had his first active duty assignment as an officer, at Fort Hamilton, New York. He commanded the ceremonial Honors Detachment for the Long Island National Cemetery. General Thompson recalled himself as "a young man with a tremendous sense of responsibility because it was all mine; I was totally in charge with 30 men, a bus, and a barracks." Second Lieutenant Thompson was responsible for 20 to 30 interments a day. While not all of them were full honor burials, many were. On bitterly cold winter days, successive full-honors interments were a bone-chilling experience. Despite the discomfort, he insisted that his honor detachment go through the entire ceremony for every interment. This insistence caused many arguments with cemetery personnel. If no family was present, the past practice had been to do what they called "the drop," which was just burying the person without a ceremony. "My very strong stand on this issue didn't make me very popular

with the cemetery personnel." However, he worked for "a great Colonel," Erwin F. George. When the complaints started to surface about young Lieutenant Thompson, Colonel George took the time to find out the true facts before taking any action. Once Colonel George had found out the real story, "he made certain that instead of being chastised, I was thanked and rewarded for my very conscientious performance of duty."

Clearly, there is no substitute for doing your duty to the best of your ability and for doing what is right regardless of its unpopularity or consequences. Often the easy way out is not in keeping with the spirit of the professional Army ethic. For Lieutenant Thompson to take such a disciplined, responsible stance at such an early time in his career reflects his career-long sense of duty.

This story from Thompson's time as the Deputy Chief of Staff for Logistics, Department of the Army (DCSLOG,DA) finds him at odds with the Under Secretary of the Army and a Congressman from Kentucky. The Congressman had contacted the Under Secretary and was insisting that a maintenance facility be established at Lexington Bluegrass Army Depot. The depot was losing other missions and the Congressman wanted to save defense jobs in his district. The Under Secretary, thinking it politically wise, pushed Thompson to establish the facility. Thompson told the Under Secretary that he would not support the idea because there was no need for the facility. The Under Secretary told Thompson to at least go out and look at the depot. Thompson thought that

was fair and went. When he arrived he was met by a group of reporters who had been alerted to his visit by the Congressman. The reporters had been led to believe that Thompson was going to make an announcement concerning a future maintenance facility at the depot. Thompson refused to make a public statement or be interviewed. While Thompson was visiting the depot, he received a call from the Under Secretary's office asking why he was so uncooperative. Thompson told them that he had no intention of making any announcement about putting a maintenance facility at the depot: He wasn't going to say something that simply wasn't true. After Thompson returned to the Pentagon, he was asked to explain his actions to the Army Chief of Staff, which he did. "The Chief said, 'OK, it's your call,' but he wasn't happy!"

Duty is a personal act of responsibility. Thompson's actions reflected a deep sense of duty to the Army and its professional ethic. He fully accepted responsibility for his actions regardless of the consequences. Thompson placed duty above danger, self-gain, and personal advantage. The concluding sentence on Duty in FM 100-1 best articulates Thompson's concept of duty. "It requires the impartial administration of standards without regard to friendship, personality, rank, or other favoritism."

### *INTEGRITY*

"Integrity is the strong thread woven through the whole fabric of the Army ethic," according to FM 100-1. "You must be absolutely sincere, honest, and candid and avoid deceptive

behavior," according to FM 22-100.

General Thompson's oral history is sprinkled with examples that show his sense of integrity. Three vignettes will suffice here. The first occurred while he was at Fort Hamilton, New York. The second took place in Japan during the Korean war. The third example details a situation Thompson faced while he was stationed at Fort Chaffee, Arkansas.

Lieutenant Thompson's assignment as the Honors Detachment Commander resulted from the fact that the previous commander was under investigation for taking kickbacks from funeral directors. One of the honors detachment commander's duties was to drive the car used for taking the deceased's family and the funeral director to the grave site. The first time he drove a family and a funeral director to the interment site, Lieutenant Thompson found an envelope in the front seat near the driver's side. The envelope contained a fifty dollar bill. Thompson immediately charged after the funeral director and said, "You must have dropped this." Told, "No, that is for you," Thompson said, "No, that isn't!"

Kickbacks were to ensure favorable scheduling of interments for the funeral directors, who had to drive 60 miles from New York City. This situation made it desirable for the funeral director to have morning interments -- the earlier, the better -- to let the funeral directors get back to the city to have a second military funeral the same day. Lieutenant Thompson's predecessor had set it up so that the honors detachment commander

was responsible for scheduling interments. Upon learning this, Lieutenant Thompson decided that scheduling was not part of his responsibility and returned the function to the civilians who ran the national cemetery. The change began to get Thompson a reputation as "Mr. Goody Two-Shoes."

In Japan, one of Lieutenant Thompson's duties, along with all the other lieutenants at the post, was to audit nonappropriated funds. Lieutenant Thompson's name came up to audit the post theater, run by Special Services. When the major in charge of Special Services heard that Lieutenant Thompson was the auditing officer, the major sent Thompson the papers with a message just to sign them. Thompson refused. He looked into things and, unfortunately, found several thousand dollars missing. "That was it for the major," who had a wife and four children. Thompson found it interesting that people can be so sympathetic toward the one caught in wrong doing: "We were at a small post with about thirty officers, and there was a lot of implied criticism that I could have handled the situation differently."

Lieutenant Thompson could have just signed the papers and gone about his business. However, he elected not to compromise his integrity. He followed his conscience and did the honest thing. What the major had done was clearly wrong; Thompson knew what he had to do, regardless of peer pressure or sympathy for the major's family.

At Fort Chaffee, Arkansas, when Captain Thompson had just



given up command of his basic training company, he was told that he was going to be the Basic Training Center S-4. The officer he was to replace, a lieutenant colonel who had spent the last 10 to 15 years on the Olympic pistol team, was just nominally involved in running the office. When Thompson went to see him at his office, Thompson met a sergeant who was obviously running the show. What amazed Thompson was that the sergeant was driving a Cadillac! Thompson dug into the accounts and found that the sergeant had a very interesting scam going. Through an elaborate scheme, he was pocketing the money people were paying for separate rations. This scam, having gone on for at least three years, involved a considerable sum of money. Captain Thompson decided to report his findings to the Basic Training Center commander. After hearing the report, the center commander told Thompson not to do anything about it -- he would handle it. Then the commander told Thompson in very unfriendly terms that this report was something that would completely ruin the current S-4's career. The commander concluded by giving young Thompson a good dressing down.

Thompson left "feeling rather depressed." While walking back to his unit, his former battalion commander, Lieutenant Colonel Gatlin, came by in his jeep. Gatlin stopped and asked "What the hell is the matter with you?" Once Thompson explained, Gatlin told him to get into the jeep and proceeded to the post headquarters to see the commanding general. Gatlin had been around "forever." When they got in to see the commanding

general, Colonel Gatlin called the general by his first name: "Tom, I want you to hear what young Captain Thompson has to say." Upon hearing the whole story, the general thanked Thompson and took immediate action. Later that day, Thompson went back to the S-4 office and walked in just ahead of the Army Audit Agency! Of course, the commanding general was able to say that he was aware of the situation and had already taken action.

As a young officer, the pressure of dealing with a person of superior rank on an integrity issue can be overwhelming. Lieutenant and, later, Captain Thompson held fast to his convictions and didn't compromise his integrity.

### LOYALTY

"Loyalty to the nation, to the Army, to the unit and its individual soldiers is essential," according to FM 100-1. "The military leader who deeply values loyalty to the nation sees himself as a person who will always do his best to defend American ideals," according to FM 22-100.

Loyalty up and down the chain of command is not only highly desirable, but essential to the good order and discipline of the Army. Loyalty is a quality that builds on itself to foster teamwork. Without loyalty, there is no trust or confidence in the leaders or the led. Four vignettes from Thompson's general officer years show the importance of loyalty to the welfare of the Army and soldiers.

General Thompson's loyalty to subordinates is best examined

in the broadest context. He was loyal to the welfare of the Army, its principles, and just causes as they related to subordinates. This was clearly the case with regard to equal opportunities for women in the Army, as two incidents show from General Thompson's tenure as the Director of Supply and Maintenance in the Office of the Deputy Chief of Staff for Logistics, Department of the Army (ODCSLOG, DA). In the first incident, Thompson received a call from the General Officer Management Office (GOMO) asking about the pending assignment of two female missile maintenance officers to Korea. While there could be no formal objection to qualified female officers being assigned to these positions, concerns had been obviously raised through informal general officer channels. At the time, Korea was only authorized two missile maintenance officers. The Ordnance branch was going to fill both vacancies with very qualified women, but there was a concern in Korea that the units involved were too close to the DMZ. While there was no objection to females in Seoul or Pusan, there was near the DMZ:

Well, I took very real umbrage at any indication that these officers should not be given this opportunity just because they were females....I'm happy to say that the system stood up and sent the two female officers to Korea.

General Thompson was also the Army Staff proponent for explosive ordnance disposal (EOD) detachments. The first female officers had applied for EOD training. An attempt was made to block women from the training because they allegedly lacked a basic knowledge of mechanical things. General Thompson swept

away the obstacle: he added a week of pre-course training, so they could get acquainted with the mechanical aspects of EOD.

The third story reflects General Thompson's loyalty to the Army and his superiors. To set the stage, Thompson was bitterly disappointed with his assignment after his highly successful three year tour as commanding general of Troop Support and Aviation Readiness Command (TSARCOM). It was only after a personal request from General Vessey, then the Army Vice Chief of Staff, that Thompson reluctantly accepted the assignment as Assistant DCSLOG, DA. Thompson tells the story of his "reality check" on his first day on the job. His new office was a third the size of his former office. He shared a secretary and an executive officer; as the commanding general, he had had two secretaries, an aide, and an executive officer with a supporting staff. He had no dedicated transportation; at TSARCOM he had had his own staff car, and both a helicopter and airplane standing by at all times. In other words, at TSARCOM he was well cared for, king of the hill. This certainly was not the case as the Assistant DCSLOG. He went down the hall to the bathroom. Unbeknown to Thompson, the urinal was broken and when he flushed it, water splashed up his coat and down his trousers. He stood there, dripping water in the dingy, smelly restroom and thought, "Welcome back to ODCSLOG and the Pentagon. How the mighty have fallen!" He laughed at himself and decided right then and there that he would work loyally for General Art Gregg, the DCSLOG. Thompson would give his honest opinions on what he thought should

be done; if Gregg accepted his advice and counsel or not, that was fine -- Gregg was the boss. If things didn't work out, he would leave.

Other vignettes while General Thompson was the Director of Logistics, Plans, Operations, and Systems (LPOS), ODCSLOG, DA, point out that loyalty finds its way up and down the chain of command. This loyalty includes fairness and simple human thoughtfulness, for which General Thompson fondly remembered General Creighton Abrams, as Chief of Staff. During the 1973 Arab-Israeli war, every morning at 6:30, there was a requirement to brief General Abrams or, in his absence, his representative, who was normally the Vice Chief. Usually, General Thompson only briefed when General Abrams was not there. A major general in ODCSLOG always briefed when General Abrams was expected to attend -- that is, unless there was bad news! When it was bad news, no matter who was taking the briefing -- to include General Abrams -- General Thompson briefed. One morning he was waiting outside General Abrams' office to give him a "bad news" briefing when the intercom line rang on the executive officer's desk. It was General Abrams on the other end. After the executive officer hung up, General Thompson asked if the Chief was ready for him. The executive officer said, no, that General Abrams wanted the major general from ODCSLOG that occasionally briefed at some of the morning briefings to attend. The major general came down to the Chief's office and the executive officer told him that General Abrams wanted him to come in with General Thompson. Upon

entering the Chief's office they found General Abrams with a big cigar in this mouth. In a gruff voice, Abrams asked "Who is giving me the briefing this morning?" The major general said, "General Thompson." So Abrams told him to give the briefing, which just happened to include telling the Chief that he was losing some two hundred tanks to support the Israelis. After Thompson finished, General Abrams just looked at him. After a big pause, Abrams turned, looked at the major general, and said, "I just don't understand it. When it is bad news, Tommy gets to give it to me; but when it is good news, you are always up here!" From then on Thompson got to give all the briefings. The major general went into "hull defilade." General Abrams knew what was happening. His perceptiveness and willingness to make a point of rewarding a loyal subordinate by insuring he was acknowledged truly impressed Thompson. Years before Thompson had briefed Abrams, then in the Office of the Deputy Chief of Staff for Operations, DA (ODCSOPS), when Thompson was a major working in ODCSLOG. To brief Abrams was always a challenge, but Thompson felt he was always fair. He asked tough questions; but as long as you knew what you were talking about and didn't 'Gild the Lily' --" you were all right. You had to do your work, but he was fair and appreciated your efforts."

Loyalty has to be a two way street. General Thompson was loyal to subordinates and appreciated it when his superiors were loyal to him. Loyalty produces dedication to an organization and its chain of command.

## *SELFLESS SERVICE*

Selfless service is variously defined in official publications. "Selfless service puts the welfare of the nation and the accomplishment of the mission ahead of individual desires," according to FM 100-1. "You must resist the temptation to put self-gain, personal advantage, and self-interests ahead of what is best for the nation, the Army, or your unit," according to FM 22-100.

While the distinctions between elements of the Army professional ethic are fairly clear, often a situation involves considerable overlap of two or more. For example, an action by an individual may touch on aspects of one, two, or for that matter, all four elements. While the purpose here is to highlight selfless service, the examples show that integrity often plays a big part.

While General Thompson was the commanding general of TSARCOM, the Army had a major helicopter program with Iran. That program involved the sale of 1,000 helicopters and a comprehensive program to train 10,000 Iranians in all the skills necessary to support the helicopter fleet. There was also a requirement to develop a maintenance depot and three direct support units at three different geographical areas of the country. This was big business! Under the program agreement the commander of TSARCOM was required to make in-country reviews of the program and of the work being done by the U.S. contractor.

General Thompson made his first trip to Iran after the program had been in existence for some time. He was terribly dissatisfied with what he saw--with the Iranians, with the Americans who were running the program for the Army, and with the actual contract. When he out-briefed, he made it very clear how unhappy he was. General Thompson related being told by the ambassador that he couldn't make such a negative report: "A report of this nature would upset the Iranians and would definitely upset the Shah." In addition, by saying bad things about an American contractor, he would become a persona non grata in Iran. General Thompson rejected the advice: "I can only tell things as I see them and my loyalty is to the Army, not to contractors or the Iranians." After General Thompson returned to the United States, he met with the Army Materiel Command (AMC) commander, then General John Guthrie, and told Guthrie what he thought about the program and its deficiencies. Guthrie told Thompson he had done the right thing and to submit the report without change. Clearly, General Thompson could have toned down his report to please the State Department, the Iranians, and the contractor; but Thompson didn't deal in half truths and his guiding ethical framework left no room for situational ethics. He accepted the risk of potential backlash from some very powerful organizations, but compromising his integrity or sense of duty was not even a consideration.

As General Thompson was finishing up his three year tour at TSARCOM, he was at a crossroads. He had had two major general



assignments and thought retirement might be next. General Officer Management Office called and told him he would get another assignment, to Europe to be the DCSLOG for United States Army Europe. It was absolutely what Thompson wanted and he was elated. A few days later, GOMO called back and told him that they had reconsidered; now he was going to be the Assistant DCSLOG, DA. Thompson was very disappointed. The ADCSLOG, at least as seen during four prior tours in the Pentagon, had never been a great job because of the way the ADCSLOG was used by four different DCSLOGs. Thompson told GOMO that he was not interested. If he can't have the Europe job--and he certainly understood that it was their prerogative to change assignments -- then he would just retire. GOMO accepted the decision and that was the end of the conversation. A couple days later, General Vessey, who was the Vice Chief at the time called. Thompson and Vessey had been brigadier generals together in the Pentagon, had held equivalent jobs in ODCSLOG and ODCSOPS, had worked closely together, and were friends. Vessey said, "Tommy, nobody is making any promises to you. Nobody is going to commit themselves to you, but we need you in that job. We need you to be ADCSLOG. General Meyer needs you in that job." So, Thompson agreed to take the job.

General Thompson's decision to accept the ADCSLOG job and to subordinate personal gain and preference for the good of the Army was truly selfless service. He was bitterly disappointed at not getting the Europe job; but since the Army leadership needed him in Washington, he answered the call to serve.

## CONCLUSION

"I hope I shall always possess firmness and virtue enough to maintain what I consider the most enviable of all titles, the character of an 'Honest Man.'"

General George Washington

The professional Army ethic (Duty, Integrity, Loyalty, and Selfless Service) are the essence of military professionalism and served General Thompson well. From his earliest to his last days of military service, the Army professional ethic guided his career.

According to Fm 100-1, "The Army ethic sets standards by which we and those we serve will judge our character and our performance. Each leader is personally accountable to ensure these standards are upheld." General Thompson met this challenge, and his uniquely successful career reflected his character and professional fiber.

Perhaps the most valuable result of all education is the ability to make yourself do the thing you have to do, when it ought to be done, whether you like it or not. This is the first lesson to be learned.

THOMAS H. HUXLEY

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